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ETHIOPIA PERFORMANCE MANAGEMENT SYSTEM

USAID/ETHIOPIA M&E WORKSHOPS: SUMMARY REPORT
FOR THE PROGRAM OFFICE

NOVEMBER 22, 2013

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ETHIOPIA PERFORMANCE MANAGEMENT SYSTEM

USAID/ETHIOPIA M&E WORKSHOPS:
SUMMARY REPORT FOR THE PROGRAM OFFICE



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Ethiopia Performance Management System Project

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ACRONYMS AND OTHER ABBREVIATIONS

ADS	Automated Directives System
ALT	Assets and Livelihood Transitions Office
AMDe	Agribusiness and Markets Development
AOR	Agreement Officer's Technical Representative
CDCS	Country Development Cooperation Strategy
COP	Chief of Party
COR	Contracting Officer's Representative
DEC	Development Experience Clearinghouse
DFAP	Development Food Assistance Program
DO-1	Development Objective 1 (Economic Growth with Resiliency in Rural Ethiopia)
DO-2	Development Objective 2 (Increased Utilization of Quality Health Services)
DO-3	Development Objective 3 (Improved Learning Outcomes)
DQA	Data Quality Assessments
EG&T	Economic Growth and Transformation
EPMS	Ethiopia Performance Management Systems
GRAD	Graduation with Resilience to Achieve Sustainable Development
HAPN	Health, AIDS, Population and Nutrition Office
IP	Implementing Partners
M&E	Monitoring and Evaluation
MSI	Management Systems International
PIRS	Performance Indicator Reference Sheet
PITTS	Performance Indicator Tracking Tables
PME	Performance Monitoring and Evaluation
PMP	Performance Management Plan
PPR	Performance Plan and Report
PRIME	Pastoralists Resiliency Improvement and Market Expansion
PRM	Program Office

SO	Supporting Objectives
SOW	Statement of Work
TA	Technical Assistance
USAID	United States Agency for International Development

INTRODUCTION

One of EPMS's main objectives is to provide training and capacity-building support to USAID/Ethiopia staff and implementing partners. Sessions have been designed for IPs and for USAID staff. In addition, EPMS provides technical assistance as part of its capacity-building support for Mission teams. Training has covered a variety of topics, including PMP development, core M&E competencies, and new USAID guidance. This report concentrates on four interactive workshops conducted by EPMS for USAID/Ethiopia staff between June 2012 and October 2013.

EPMS conducted the following four trainings and other capacity building activities for USAID/Ethiopia staff:

1. *A one-day PMP workshop for USAID/Ethiopia DO 2 staff on June 12, 2012.* The training was attended by 11 Program Office (PO) and DO 2 staff members, out of which 9 were men and 2 were women. The session was facilitated by MSI Technical Director Michelle Adams–Matson and EPMS Chief of Party (COP) Dr. Rosern Rwampororo.
2. *A one-day PMP workshop for USAID/Ethiopia D&G staff on Sept. 18, 2012.* The training was attended by five PO and D&G staff members, out of which three were men and two were women. The session was facilitated by MSI short-term technical staff Pat Vondal and EPMS Chief of Party Dr. Rwampororo, with support from EPMS Junior M&E Specialist Tesfayesus Yirdaw.
3. *A half-day capacity-building debrief workshop on data-quality assessments (DQA) on May 24, 2013 and orientation on using DQA tools for M&E staff on Oct. 17, 2012.* Approximately five staff from the technical teams attended the workshop. EPMS COP Dr. Rwampororo and EPMS Junior M&E Specialists Hika Alemu and Tesfa Yirdaw facilitated the session. This workshop prompted the need for an expanded DQA training for all relevant mission staff, including PO staff and CORs/AORs. Similar capacity building support was provided to the DO 1 technical team and Program Office for the development of the Logical Framework for the “Resilience” Project Appraisal Document (PAD) by Rosern Rwampororo and Rufael Fassil.
4. *A half-day workshop on DQA for USAID/Ethiopia staff on May 24, 2013.* The training was attended by 24 USAID/Ethiopia staff, of which 20 were men and 4 were women. The session was facilitated by MSI Technical Director Ms. Adams–Matson, and supported by EPMS COP Dr. Rwampororo and EPMS Senior M&E Specialist Dr. Rufael Fassil.
5. *A three-day workshop on performance monitoring and evaluation for USAID/Ethiopia CORs/AORs from Oct. 1–3, 2013.* The training was attended by 20 USAID/Ethiopia CORs/AORs, of which 16 were men and 4 were women. MSI short-term technical staff Ramon Balestino, EPMS COP Dr. Rwampororo, and EPMS Senior M&E Specialist Dr. Fassil facilitated the session.

FIGURE 1. USAID/ETHIOPIA WORKSHOP PARTICIPANTS, BY WORKSHOP TOPIC

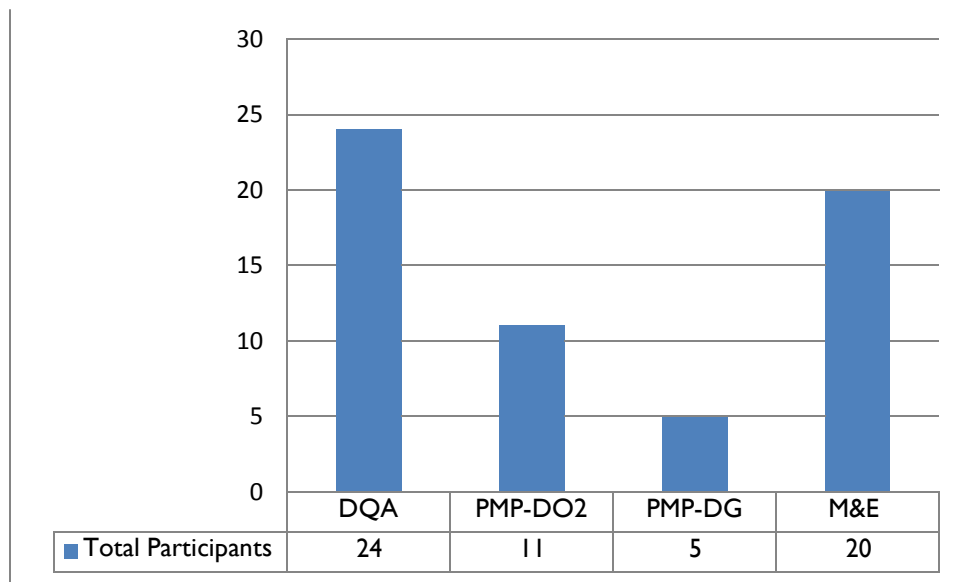
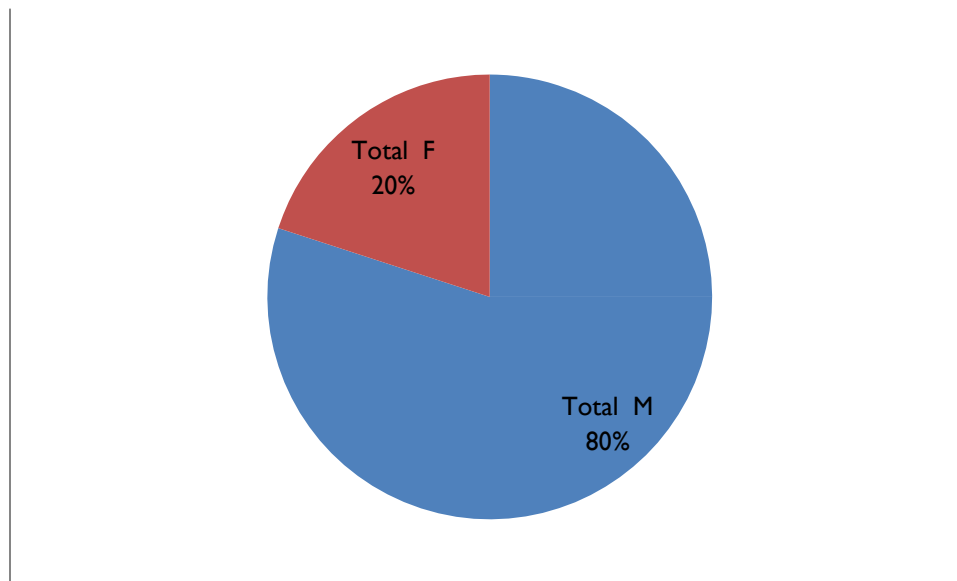


FIGURE 2. USAID/ETHIOPIA WORKSHOP PARTICIPANTS, DISAGGREGATED BY SEX



In addition to the PowerPoint presentations and agendas outlined in this report, participants at each of the trainings received handouts and a CD-ROM with full references associated with the respective training. Each of the training sessions was customized for the specific needs of participants at the time.

TRAINING OBJECTIVES

The overall objectives of the trainings for the mission included but were not limited to the following:

- Understand USAID M&E requirements and new guidance.
- Attain the necessary knowledge and skills to ensure data quality according to the Automated Directives System requirements.
- Attain the necessary knowledge and skills to design and improve Performance Monitoring Plans and to ensure their linkage to Development Objective reporting requirements.
- Understand monitoring and evaluation and their roles in improving the effectiveness of development programming.

Training 1. Performance Management and PMP Development for DO 2

This training module took place at the USAID/Ethiopia mission on June 12, 2012, and was aimed at achieving the following objectives:

- Understand the key principles behind performance management in USAID.
- Learn how to apply USAID's criteria for good indicators.
- Learn how to develop an effective PMP.
- Review and finalize current indicators for Health, AIDS, Population and Nutrition (HAPN) Office

Training 2. PMP Development for Democracy and Governance

The training workshop was meant not only to impart the necessary skills and practical knowledge in the preparation of PMPs, but also to finalize the D&G PMP. The training for the D&G team took place at the USAID/Ethiopia mission on Sept. 18, 2012, and was aimed at achieving the following objectives:

- Review the elements of the D&G (the Support Objective) PMP and results framework and development hypothesis.
- Assess the PMP from the Project Appraisal Document (PAD), and identify gaps.
- Review the elements of quality indicators.
- Finalize and develop indicators and definitions for the D&G program.

Training 3. Data-Quality Assessment for USAID/Ethiopia

The training on DQAs took place at the USAID/Ethiopia mission on May 24, 2013, and was aimed at achieving the following objectives:

- Provide an overview of M&E, and learn the role of data quality.
- Learn USAID's data-quality standards.
- Impart the skills and knowledge required to conduct actual data-quality assessments.

Training 4. Monitoring and Evaluation for USAID/Ethiopia CORs/AORs

The performance M&E workshop was conducted from Oct. 1–3, 2013, for USAID/Ethiopia CORs/AORs to build knowledge and skills around the Agency's new performance M&E policies and guidance, and was aimed at achieving the following objectives:

- Develop, strengthen and/or operationalize key performance M&E elements, including PMPs, DQAs, performance indicators, M&E plans, baselines and targets, and evaluation SOWs.
- Analyze and utilize data to better measure, plan, report, and manage activities.
- Identify the mission's prioritized performance M&E activities (in short and middle term) and MSI's role in supporting them.



Image 1. Ramon Balestino, a facilitator, conducts the training on performance monitoring and evaluation for USAID/Ethiopia CORs/AORs at the Capital Hotel in Addis Ababa.

TABLE 1. SUMMARY OF TRAININGS CONDUCTED FOR THE USAID/ETHIOPIA MISSION

No.	Workshop	Objectives	Venue	Facilitator(s)	Date
1	Performance Management and PMP Development for DO 2	Provide the USAID/Ethiopia mission for DO 2 technical teams (Health, including HIV/AIDS, Population, and Nutrition) with a hands-on opportunity to learn and apply various concepts of PMP in their practical work.	USAID/Ethiopia mission office	Michelle Adams–Matson Dr. Rosern Rwampororo	June 12, 2012
2	PMP Development for Democracy and Governance	Provide D&G mission personnel with a hands-on opportunity to learn and apply various concepts of PMP in their practical work.	USAID/Ethiopia mission office	Dr. Patricia Vondal Dr. Rosern Rwampororo	September 18, 2012
3	Data-Quality	Provide an overview of M&E and	USAID/Ethiopia	Michelle Adams–	May 24,

	Assessment	the role of data quality, learn USAID's data-quality standards, and conduct actual DQAs.	mission office	Matson	2013
4	Performance Monitoring and Evaluation	Build knowledge and skills around the Agency's new performance monitoring and evaluation policies and guidance.	Capital Hotel	Ramon Balestino Dr. Rosern Rwampororo Dr. Rufael Fassil	Oct. 1–3, 2013

TRAINING METHODOLOGY

Training is designed to be interactive and is based on adult learning principles. As a result it is characterized by group discussions, brainstorming, presentations, guidelines, and plenary sessions by MSI facilitators. In the training room, the facilitators took participants through lessons while encouraging them to participate in the discussions so they could share/compare practical experiences. For the group work, participants were divided into groups; a member of each group acted as a designated spokesperson to present to the plenary. Groups worked on topics assigned to them such as data quality, developing effective performance indicators, exploring validity, reviewing PMPs, reviewing completed Performance Indicator Reference Sheets, analyzing and using data, developing indicators, setting targets, and conducting action planning exercises.



Image 2. At a USAID Ethiopia CORs/AORs group discussion session, facilitators (from left to right, in the back corner) Mr. Ramon Balestino, Dr. Rufael Fassil, and Dr. Rosern Rwampororo conference.

Training Facilitators

The trainings were delivered by some of MSI's most experienced M&E experts, including senior EPMS staff who teamed with MSI Home Office staff. Trainers included:

- Dr. Rosern Rwampororo, EPMS COP
- Dr. Rufael Fassil, EPMS Senior M&E Specialist
- Ms. Michelle Adams–Matson, MSI Technical Director
- Dr. Patricia Vondal, MSI Senior Technical Director
- Mr. Ramon Balestino, MSI Technical Director

For details on facilitators' respective biographies, please see Annex D.

EVALUATIONS FOR THE M&E TRAINING FOR CORs/AORs

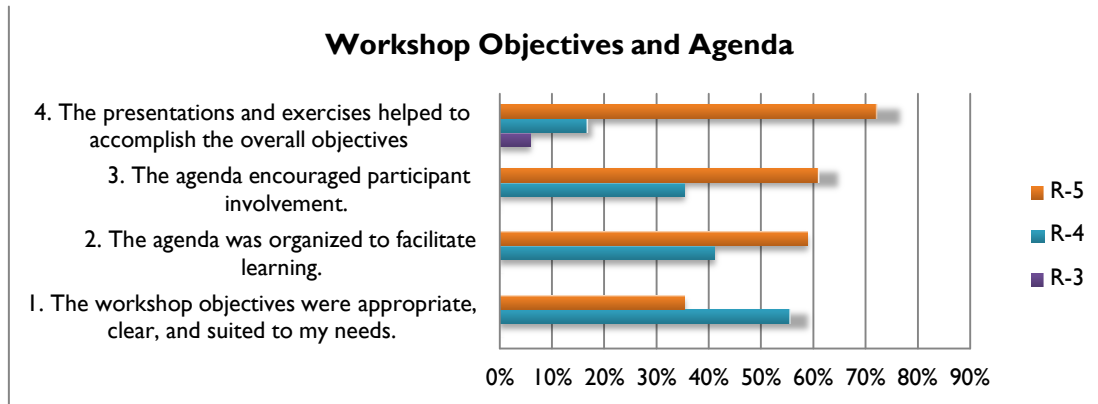
For the three-day performance monitoring and evaluation training, participants were requested to fill out a predesigned evaluation form (see Annex E). The feedback from the evaluations was positive. A detailed analysis of each rating per question appears in Annex F. Notably, participant evaluation forms were completed only for the three-day M&E workshop for USAID/Ethiopia CORs/AORs held from Oct. 1-3, 2013. Figures 5 through 7 are a graphical representation of participants' evaluation, with a rating of 0 to 5, where 0 is the lowest and 5 is the highest. The questions and statements in the figures are numbered based on actual numbering in the evaluation form.

Workshop Objectives and Agenda

In this category the following statements were included for participants to evaluate.

- The workshop objectives were appropriate, clear, and suited to my needs.
- The agenda was organized to facilitate learning.
- The agenda encouraged participant involvement.
- The presentations and exercises helped accomplish the overall objectives.

FIGURE 3. PARTICIPANTS' EVALUATION OF THE WORKSHOP OBJECTIVES AND AGENDA

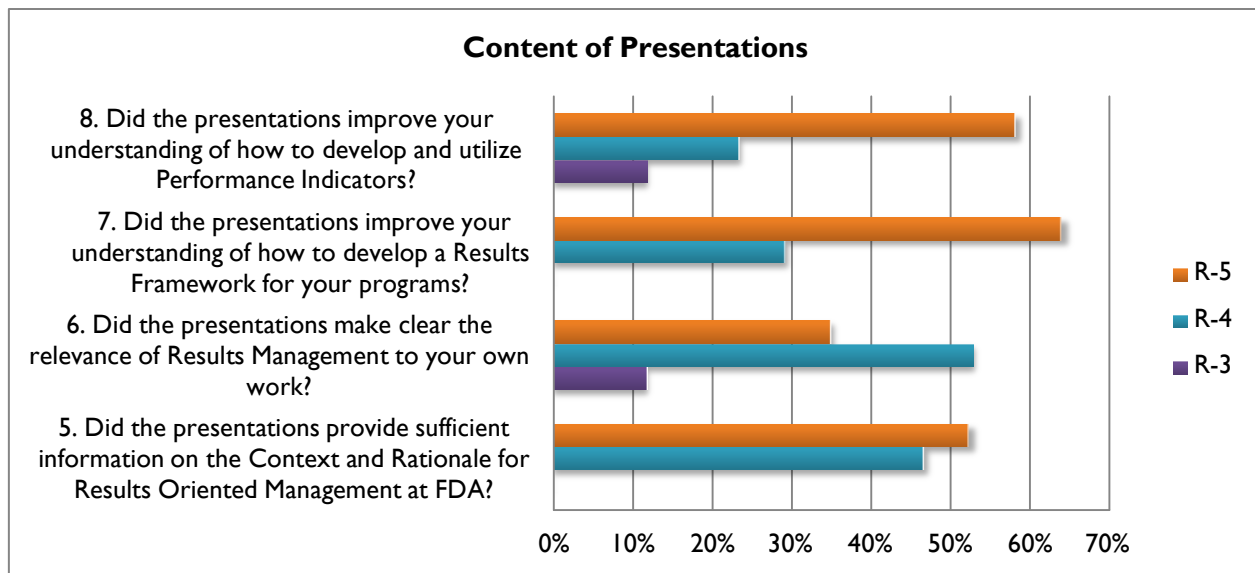


Content of Presentations

In this category, participants were asked to evaluate the training's method of presentation. The following questions were included in this category.

- Did the presentations provide sufficient information on the context and rationale for performance management?
- Did the presentations make clear the relevance of performance management to your own work?
- Did the presentations improve your understanding of how to strengthen M&E systems and processes?
- Did the presentations improve your understanding of how to develop and utilize performance indicators?

FIGURE 4. PARTICIPANTS' EVALUATION OF CONTENT OF PRESENTATIONS

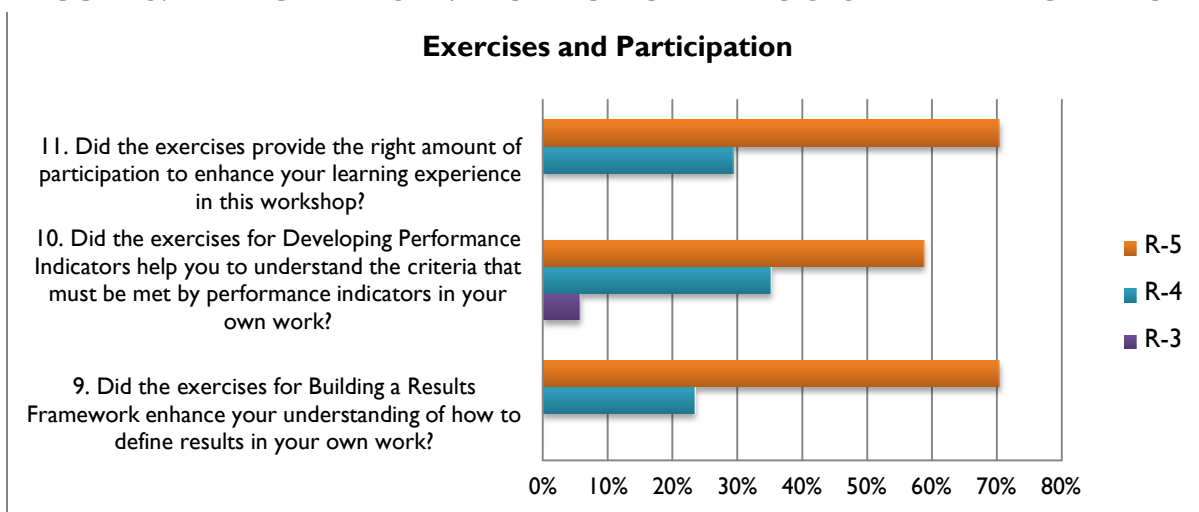


Exercises and Participation

The evaluation of the exercises and participation by the participants was aimed at understanding the practicality of the exercises. The following questions were included in this category:

- Did the exercises provide the right amount of participation to enhance your learning experience in this workshop?
- Did the exercises for developing performance indicators help you understand the criteria that must be met by performance indicators in your own work?
- Did the exercises for building a Results Framework enhance your understanding of how to define results and a logic model in your own work?

FIGURE 5. PARTICIPANTS' EVALUATION OF EXERCISES AND PARTICIPATION

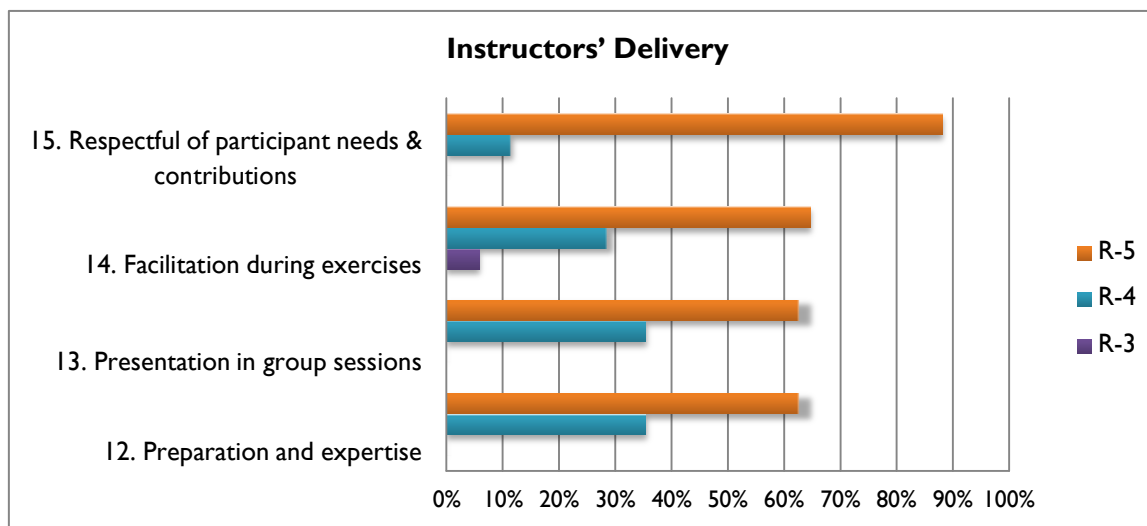


Instructors' Delivery

This category assessed the delivery of the training by the instructors. The following items were included in this category.

- Preparation and expertise
- Presentation in group sessions
- Facilitation during exercises
- Respectful of participant needs and contributions

FIGURE 6. PARTICIPANTS' EVALUATION OF INSTRUCTOR'S DELIVERY

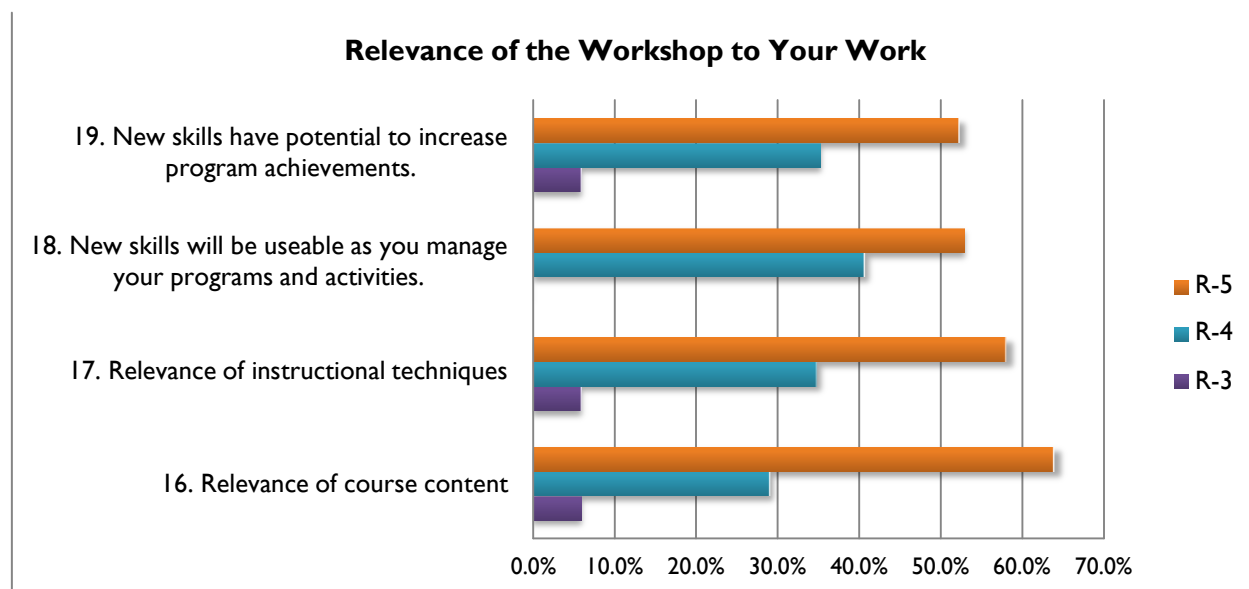


Relevance of the Workshop

In the last category, participants were asked whether the workshop was relevant to their work. The following statements were included to assess the relevance of the workshop.

- Relevance of course content.
- Relevance of instructional techniques.
- New skills will be useable as you manage your programs and activities.
- New skills have potential to increase program achievements.

FIGURE 7. PARTICIPANTS' EVALUATION OF RELEVANCE OF THE WORKSHOP TO THEIR WORK



Additional Comments

General Comments

Most participants in the performance monitoring workshop in particular mentioned that the training was well timed and relevant. They were also very grateful for the excellent preparation of the training material and the participatory method of delivery. Facilitators were down to earth and depicted significant experience and knowledge in the topics under discussion. However, participants also noted that the theory behind the Bureau for Policy, Planning, and Learning's (PPL's) work sometimes fails to align with the reality that missions face on the ground, thus making it difficult to apply the new project guidance in a way that is truly useful to tell their story.

Relevance of Training in Addressing Key Issues Related to M&E

In response to the question about whether the training has addressed the key issues related to planning and monitoring and evaluation, many of the participants affirmed that the training was indeed a catalyst for mobilizing interest and commitment. According to the trainees' responses, the training not only addressed their expectation in M&E but also made clear who is doing what at all levels (CDCS, project, activity). The training also reportedly helped shed light on linkages between and among DOs, Intermediate Results (IRs), and Sub-IRs. In addition, participants responded that the training was a great starting point to further their knowledge of M&E and related subjects.

Useful Aspects of the Training

The training painted a bigger picture and has shown how the different components of USAID Ethiopia country strategy (CDCS) are interlinked and feed into the long-term goal. Some of the components that the participants found useful and pertinent to their work include but are not limited to the following: PMP development, DQA, the logic model, program cycle, and linkages at mission-wide, project, and activity levels. The formulation of the training design based on the new ADS guidance on M&E, coupled with the strong experience of the facilitators, provided added value.

Key Suggestions for Improving Upcoming Trainings

- Organize a training session together with IPs, to create a learning opportunity from the challenges they are facing in operationalizing their performance monitoring system and sharing their practical experiences.
- Expand the training session to the remaining mission staff.
- In the session on DQA, developing good indicators should be expanded so that CORs/AORs can better work with IPs.
- Design workshops specifically for CORs'/AORs' technical offices. Technical offices should be mentioned on the session for absorbing new policy.
- The evaluation session should be expanded to focus on how to conduct real evaluations.
- Participants should be separated in terms of their knowledge to the subject, because it is currently tailored for those who have USAID experience and M&E background, not for those new to the Agency.
- The content of the training and the time allotted need some improvements.
- The reading materials are not well organized; some of the documents were missing.

ANNEX A. WORKSHOP AGENDAS

Agenda for DO 2 PMP Workshop on June 12, 2012

	Time	Activity
	8:30–8:45 a.m.	Opening <ul style="list-style-type: none"> • Objectives • Introductions • Your Questions about Performance Management
	8:45–9:15 a.m.	Introduction to Performance Management: Presentation <ul style="list-style-type: none"> • An overview • The Role of Result Framework (or Logframe) in Performance Management
	9:15–10:20 a.m.	Performance Indicators: Presentations and Table Exercise
	Break 10:20–10:30 a.m.	
	10:20–10:30 a.m.	Performance Indicator (cont'd)
	10:20–11:30 a.m.	Effective PMP Development, Presentation
	Lunch 12:00–1:00 p.m.	
	1:00–1:30 p.m.	Lesson 3 continues: Exercise—Filling Out the PIRS
	1:30–2:00 p.m.	PMP Development Working Session Starting with Development Objective
	2:00–3:20 p.m.	IR Working Groups
	Break 3:20–3:30 p.m.	
	3:45–4:45 p.m.	Report Out
	4:45–5:00 p.m.	Closing A Summary of Key Points Next Steps

Agenda for D&G PMP Workshop on Sept. 18, 2012

	Time	Activity	Presenter /Facilitator
	8:00–8:15 a.m.	Introductions and purpose of the workshop	Carol Wilson, DG Office Chief & Dr. Rosern Rwampororo, COP - EPMS
	8:15–8:45 a.m.	Brief review of elements of PMPs and Results Frameworks	Dr. Patricia Vondal
	8:45–9:00 a.m.	Brief presentation of D&G SO Result Framework and Development Hypothesis	Carol Wilson, DG Office Chief
	9:00–10:00 a.m.	Assessment of PMP from PAD; identification of gaps, discussion	Dr. Patricia Vondal
	10:00–10:10 a.m. Tea Break		
	10:10–11:00 a.m.	Continued discussion of PMP, what needs to be done based on gap identification Brief review of elements for quality indicators	Dr. Patricia Vondal
	11:00 a.m. to 12:00 p.m.	Group work—filling in the gaps	Dr. Patricia Vondal
	12:00–12:45 p.m. Lunch		
	12:45–2:30 p.m.	Continue group work—finalize and develop definitions for custom indicators	Dr. Patricia Vondal
	2:30–2:40 p.m. Tea Break		
	2:40–3:40 p.m.	Selection of D&G indicators for mission crosscutting issues (disability, capacity building, etc.) Discussion of process for developing mission crosscutting indicators for conflict and governance	Dr. Patricia Vondal
	3:40–3:55 p.m.	Next steps for completing PMP	Dr. Patricia Vondal
	3:55–4:00 p.m.	Closeout	Carol Wilson & Dr. Rosern Rwampororo

Agenda for Data-Quality Assessment Workshop on May 24, 2013

	Time	Activity
	8:30–8:45 a.m.	Opening
	8:45–9:00 a.m.	Lesson 1. An Overview of M&E and the Role of Data Quality
	9:00–10:00 a.m.	Lesson 2. USAID's Data-Quality Standards
	8:30–8:45 a.m.	Opening
	Break	
	10:15–11:00 a.m.	Lesson 3. Conducting Data-Quality Assessments Options USAID Requirements and Tools
	11:00–11:45 a.m.	Data Quality Exercise
	11:45 a.m. to 12:30 p.m.	Report Outs

Agenda for USAID/Ethiopia CORs/AORs Performance M&E Workshop, Oct. 1–3, 2013

1. Workshop Purpose: The Performance M&E workshop will create a space for USAID/Ethiopia staff to build knowledge and skills around the Agency's new Performance Monitoring and Evaluation policies and guidance. More specifically, by the end of the workshop, participants will be able to
 - a. Develop, strengthen and/or operationalize key Performance M&E elements, including PMP, DQAs; performance indicators; project M&E plans; baselines and targets; and evaluation SOWs.
 - b. Work with others to analyze and utilize data to better measure, plan, report and manage activities;
 - c. Identify the mission's prioritized performance M&E activities (in short and middle terms) and MSI's role (as EPMS contactor) in supporting them.
2. Overall Approach: Under the technical content of the 10 sessions, the workshop will be driven by USAID/Ethiopia participant's knowledge and needs. To achieve the objectives of the workshop, there will be a blend of theoretical orientation and practical experience. Likewise, there will be corresponding pedagogy that will seek to involve participants in their own learning process.
3. Facilitators: Ramon Balestino, MSI/Washington; Dr. Rosern Rwampororo, MSI – Ethiopia; and Dr. Rufael Fassil, MSI/Ethiopia.
4. Workshop Venue: Capital Hotel, Haile Gebreselassie Avenue, in front of WARYT Building.
5. Workshop Agenda:

DAY I ~ October 1, 2013		
Time	Session	Facilitator
8:15–8:30 a.m.	Opening ~ USAID	Awoke; PO
8:30–9:45 a.m.	Introduction and Course Overview	Ramon and Rosern
9:45–10:15 a.m.	Session 1. Setting the Context	Ramon; Rosern
10:15–10:30 a.m.	Coffee Break	
10:30 a.m. to 12:15 p.m.	Session 2. Performance M&E at the mission level	Ramon; Rosern
12:15–1:15 p.m.	Lunch	
1:15–2:45 p.m.	Session 3. Indicators	Ramon; Rufael
2:45–3:30 p.m.	Session 4. PIRS and PITTS	Ramon; Rosern
3:30–3:45 p.m.	Coffee Break	
3:45–5:00 p.m.	Session 5. Baselines and Targets	Rosern; Rufael

DAY 2 ~ October 2, 2013		
Time	Session	Facilitator
8:30–8:45 a.m.	Recap of Day 1	Ramon
8:45–9:45 a.m.	Session 6. Standard Mission Orders (PM)	PO; Ramon
9:45–11:00 a.m.	Session 7. DQAs	Ramon, Rufael
11:00–11:15 a.m.	Break	
11:15 a.m. to 1:15 p.m.	Session 8. Analyzing and Using Data	Ramon, Rosern
1:15–2:15 p.m.	Lunch	
2:15–4:00 p.m.	Session 9. Evaluation Overview and Q&A	Rufael, Ramon
4:00–4:15 p.m.	Break	
4:15–5:00 p.m.	Session 10. Performance Task Schedule	Ramon

DAY 3 ~ October 3, 2013		
Time	Session	Facilitator
8:30–8:45 a.m.	Recap of Day 2	
8:45–9:30 a.m.	Session 11. Performance M&E @ Project Level	Ramon, Rosern
9:30–10:45 a.m.	Results Jeopardy	Rosern, Rufael
10:45–11:00 a.m.	Coffee Break	
11:00 a.m. to 12:45 p.m.	M&E Priority Planning	Rosern, Rufael
12:45–1:00 p.m.	Closing and Evaluation	PO, Awoke, Rosern
1:00–2:00 p.m.	Lunch	
2:00–4:30 p.m.	Optional TA Sessions (45 minute blocks)	Rosern, Rufael, Ramon

ANNEX B. FACILITATOR BIOGRAPHIES

Dr. Rosern Rwampororo (EPMS COP and Facilitator). Dr. Rwampororo serves as the Chief of Party for the MSI–EPMS project. She has extensive experience in supporting numerous missions and their implementing partners on the establishment of effective M&E systems, including Tanzania and Uganda. She brings a depth and breadth of knowledge regarding the technical support and capacity-building required to promote effective performance measurement systems. Dr. Rwampororo has technical expertise in both quantitative and qualitative data collection design and implementation for both M&E systems and evaluations. She has designed numerous guides and frameworks for performance measurement and impact evaluations, including the *How-to Guide on Conducting Evaluations (Midterm, Final, and Impact) 2006*, a handbook prepared for USAID mission and IPs; and the *How-to Guide on Performance Monitoring and Utilization 2005*, a handbook prepared for USAID/Uganda IPs. In her prior position within USAID, she was responsible for management of a \$50 million agriculture and trade project. She has worked for international development organizations such as USAID, UNDP, UNCDF, the World Bank, and the Bill and Melinda Gates Foundation in several countries, including Kenya, Malawi, Nigeria, South Sudan, Sudan, Tanzania, Uganda, the United States, Zambia, and Zimbabwe. Dr. Rwampororo holds a Ph.D. in Development Sociology with Program Evaluation and Agricultural Economics from Cornell University, Ithaca, New York.

Dr. Rufael Fassil (EPMS Senior M&E Specialist). Dr. Fassil serves as the Senior Monitoring and Evaluation Specialist for the EPMS project at MSI. He has more than 15 years' extensive technical expertise in designing and conducting evaluations, data-collection methods, and statistical analysis. He designed organizational strategic planning and performance measurement systems for USAID, Development Training Services, FHI360, the German Development Service, MSI, Tetra Tech ARD, and World Vision International, to monitor progress made in delivering their results commitments. Dr. Fassil has successfully managed various project grants funded by USAID (where he is a certified grants manager), AUSAID, CIDA, DFID, EC, UNDP, and WFP. He worked in East Timor, Ethiopia, Germany, Iraq, Kenya, and South Africa. He holds a Ph.D. in Economics from the University of Oldenburg, Germany, and M.A. in International Development from the University of Bremen, Germany.

Ms. Michelle Adams–Matson (EPMS Technical Director). Ms. Adams–Matson serves as the Technical Director for EPMS and has more than 20 years of experience in developing results-based management systems. During her tenure with USAID, she was responsible for strategic planning and M&E in two regional bureaus. She has designed and taught USAID strategic planning and M&E training courses and has taught the Project Design and Management course. She has worked with a range of USAID missions, projects, and host-country organizations to institute effective, common sense, and results-oriented management systems. She led a project to update USAID's TIPS publications, drawing on the best practices of some of the most experienced M&E experts in the field. She also personally authored several of the TIPS, including "Building a Results Framework," "Selecting Performance Indicators," "Preparing a Performance Management Plan (PMP)," "Data-Quality Standards," and "Conducting a Data-Quality Assessment."

Dr. Patricia Vondal (MSI Senior Technical Director). Dr. Vondal has more than 25 years of experience in USAID strategic planning, performance monitoring, and evaluation. She has provided training, technical assistance, and facilitation services in these areas to USAID missions and their implementing partners in every major area of the world. Dr. Vondal is a trainer for USAID's two-week Project Design and Management certificate course. She has authored several USAID TIPS Publications including "Rapid Appraisals," "Mixed Method Evaluations," and "Monitoring the Policy Reform Process." She conducted an assessment of USAID/Ethiopia targets for the Feed the Future Program and co-developed guidance for target setting. Dr. Vondal recently developed and delivered a training workshop on data-quality assessments (DQAs) for USAID/Kenya staff, protocols for conducting DQAs, and mentored/advised staff during DQA site visits. During 1991–96 she was Chief of Party for USAID's Program Performance Information for Strategic Management project, which provided strategic planning, performance monitoring, and evaluation technical assistance and training to USAID/Washington and USAID missions worldwide. She has also designed and

led numerous mixed-method evaluations in a variety of sectors and topics for USAID, the World Bank, Heifer International, and the U.S. Department of State.

Mr. Ramon Balestino (MSI Technical Director). Mr. Balestino is an organizational development (OD) expert that specializes in the strengthening of public and private sector institutions and their services. He possesses more than 23 years of experience in OD approaches and tools, including performance monitoring, evaluation, strategic planning, rapid assessment, results-based management, training design and delivery, reengineering, and change management. Leveraging this functional expertise, Mr. Balestino has conducted numerous technical assistance and training efforts that include a) working with USAID/PPL to design and deliver two performance monitoring trainings in East Africa; b) in partnership with USAID/PPL, facilitating client-led CDCS/RDCS efforts with USAID missions in East Africa, the Eastern Caribbean, Kosovo, and South Africa; c) leading performance evaluations and organizational assessments for public and private sector actors; and d) spearheading the integration of a Results-Based Management system into the U.S. Department of Agriculture's Food Assistance Division. Across the last two decades, Mr. Balestino has demonstrated success working with a wide range of development partners, including host-country governments, USAID, the Federal Emergency Management Agency, the Inter-American Development Bank, the Millennium Challenge Corporation, United Nations, the U.S. Department of Agriculture, the U.S. Department of Labor, the World Bank, nongovernmental organizations, and private sector companies. Fluent in Spanish and Portuguese, Mr. Balestino holds an M.A. in International Economic Development, is a Certified Performance Technologist, and is a Certified Practitioner of the Myers–Briggs Type Indicator.

ANNEX C. M&E TRAINING EVALUATION FORM

Training Evaluation

Instructions: For each item below, Please place an X in the column 0, 1, 2, 3, 4, or 5 to represent your evaluation of each item. Consider 0 as your lowest possible rating and 5 your highest possible rating.

Workshop Objectives and Agenda	Negative → Positive					
	0	1	2	3	4	5
1. The workshop objectives were appropriate, clear, and suited to my needs.						
2. The agenda was organized to facilitate learning.						
3. The agenda encouraged participant involvement.						
4. The presentations and exercises helped accomplish the overall objectives						

Additional comments about Workshop Objectives and Agenda:

Content of Presentations	0	1	2	3	4	5
5. Did the presentations provide sufficient information on the context and rationale for performance management?						
6. Did the presentations make clear the relevance of performance management to your own work?						
7. Did the presentations improve your understanding of how to strengthen M&E systems and processes?						
8. Did the presentations improve your understanding of how to develop and utilize performance indicators?						

Additional Comments About Content:

Exercises and Participation	0	1	2	3	4	5
9. Did the exercises enhance your understanding of how to define results and a logic model in your own work?						
10. Did the exercises for Developing Performance Indicators help you understand the criteria that must be met by performance indicators in your own work?						
11. Did the exercises provide the right amount of participation to enhance your learning experience in this workshop?						

Additional Comments About the Exercises:

Instructors' Delivery	0	1	2	3	4	5
12. Preparation and expertise						
13. Presentation in group sessions						
14. Facilitation during exercises						
15. Respectful of participant needs and contributions						

Additional Comments About Instructors' Delivery:

Relevance of the Workshop to Your Work	0	1	2	3	4	5
16. Relevance of course content.						
17. Relevance of instructional techniques.						
18. New skills will be useable as you manage your programs and activities.						
19. New skills have potential to increase program achievements.						

Additional comments on the workshop's relevance:

1. **Do you feel the workshop addressed your key issues related to planning, monitoring, and evaluation? Explain.**

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2. **Please include any additional comments and suggestions for improvement.**

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ANNEX D. M&E TRAINING EVALUATION RESULTS

USAID/Ethiopia CORs/AORs Performance M&E Workshop during Oct. 1–3, 2013

	R0	R1	R 2	R3	R4	R5	Total
Workshop Objectives and Agenda							
• The workshop objectives were appropriate, clear, and suited to my needs.	0.0%	0.0%	0.0%	5.9%	58.8%	35.3%	100%
• The agenda was organized to facilitate learning.	0.0%	0.0%	0.0%	0.0%	41.2%	58.8%	100%
• The agenda encouraged participant involvement.	0.0%	0.0%	0.0%	0.0%	35.3%	64.7%	100%
• The presentations and exercises helped accomplish the overall objectives.	0.0%	0.0%	0.0%	5.9%	17.6%	76.5%	100%
Content of Presentations							
• Did the presentations provide sufficient information on the context and rationale for performance management?	0.0%	0.0%	0.0%	0.0%	47.1%	52.9%	100%
• Did the presentations make clear the relevance of performance management to your own work?	0.0%	0.0%	0.0%	11.8%	52.9%	35.3%	100%
• Did the presentations improve your understanding of how to strengthen M&E systems and processes?	0.0%	0.0%	0.0%	5.9%	29.4%	64.7%	100%
• Did the presentations improve your understanding of how to develop and utilize performance indicators?	0.0%	0.0%	5.9%	11.8%	23.5%	58.8%	100%
Exercises and Participation							
• Did the exercises enhance your understanding of how to define results and a logic model in your own work?	0.0%	0.0%	5.9%	0.0%	23.5%	70.6%	100%
• Did the exercises for Developing Performance Indicators help you understand the criteria that must be met by performance indicators in your own work?	0.0%	0.0%	0.0%	5.9%	35.3%	58.8%	100%
• Did the exercises provide the right amount of participation to enhance your learning experience in this workshop?	0.0%	0.0%	0.0%	0.0%	29.4%	70.6%	100%
Instructors' Delivery							
• Preparation and expertise	0.0%	0.0%	0.0%	0.0%	35.3%	64.7%	100%
• Presentation in group sessions	0.0%	0.0%	0.0%	0.0%	35.3%	64.7%	100%
• Facilitation during exercises	0.0%	0.0%	0.0%	5.9%	29.4%	64.7%	100%
• Respectful of participant needs and contributions	0.0%	0.0%	0.0%	0.0%	11.8%	88.2%	100%
Relevance of the Workshop to Your Work							
• Relevance of course content.	0.0%	0.0%	0.0%	5.9%	29.4%	64.7%	100%
• Relevance of instructional techniques.	0.0%	0.0%	0.0%	5.9%	35.3%	58.8%	100%
• New skills will be useable as you manage your programs and activities.	0.0%	5.9%	0.0%	0.0%	41.2%	52.9%	100%
• New skills have potential to increase program achievements.	0.0%	5.9%	0.0%	5.9%	35.3%	52.9%	100%